

~~C-O-N-F-I-D-E-N-T-I-A-L~~

This Notice Expires 1 November 1966

PERSONNEL

5 November 1965

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FITNESS REPORTING

1. I have reviewed the Fitness Reporting system which has been developed in CIA. It is well designed and will do what is intended if thoroughly understood and properly used. Our regulations clearly recognize that the evaluation of performance is a continuing responsibility of supervisors and cannot be left to the preparation of an annual report. They provide that an evaluation shall be recorded once a year but no place is it said that an evaluation shall be made but once a year. Discussions between supervisors and subordinates regarding performance, progress, and training should be held whenever and as frequently as necessary and appropriate. The Fitness Report formalizes the evaluation; nothing said in it should come as a surprise to the employee.

2. If we are to maintain the quality which our employees bring to the Agency, meaningful and helpful comments, suggestions, and guidance must flow from supervisor to subordinate throughout the year. This should not be a one-way street; only an open exchange of views can ensure understanding. Good or bad, commendatory or critical, fitness evaluation has as its basic purpose the maintenance and improvement of performance. Employee response to evaluation can be the basis for management action, such as, promotion, reassignment, training, demotion, or termination. It is, therefore, critically important that supervisors be alert to note strengths and weaknesses as they appear and to review them objectively with the employee. No kindness is done the employee nor good done the Agency when a supervisor is superficial in his evaluation of the performance of his subordinates. A supervisor fails equally when he takes refuge in undeserved generosity and obscure or meaningless language in evaluating a weak employee and when he fails to note the strengths and help the employee build upon them.

3. Rating officers would do well to reread the regulations. See particularly [redacted] Conduct and Discipline; [redacted] Assignment Policy; and [redacted] Fitness Report; also Form 451, Directions for Completing Form 45, Fitness Report.

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W. F. Raborn
W. F. RABORN
Director

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GROUP 1
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downgrading and
declassification